

STAFF PROCEDURES & DECISION MAKING

“ THE GENERAL STAFF IS INTENDED TO CONVERT THE IDEAS OF THE COMMANDING GENERAL INTO ORDERS, NOT ONLY BY CONVEYING THE FORMER TO TROOPS, BUT FAR MORE BY WORKING OUT ALL THE NECESSARY MATTERS OF DETAIL, THUS RELIEVING THE MIND OF THE GENERAL FROM A GREAT AMOUNT OF UNNECESSARY TROUBLE”

- *GENERAL KARL VON CLAUSEWITZ*

STAFF PROCEDURES & DECISION MAKING

1. BDE CP LOCATIONS

- APPROXIMATE DISTANCE OF BDE TAC IS 3-5 KM FROM FEBA
- BDE MAIN CP IS 12-18 KM FROM FEBA

2. DIV CP LOCATIONS

- DIV TAC CP IS 12-18 KM FROM FEBA
- DIV MAIN CP IS 30-40 KM

3. CORPS CP LOCATIONS

- CORPS TAC IS 20-25 KM FROM FEBA
- CORPS MAIN IS 50+ KM FROM THE FEBA

4. THREE MAJOR CP ELEMENTS

MPQA TAC - MAIN - REAR

FM 101-5, 1997, STAFF ORGANIZATION AND OPERATIONS CHAPTERS

- Chapter 1 - Command and Staff Relationships
- Chapter 2 - Staff Organization
- Chapter 3 - Characteristics of a Staff Officer
- Chapter 4 - Staff Responsibilities and Duties
- Chapter 5 - The Military Decision Making Process
- Chapter 6 - Staff Officer Duties During Preparation For and Execution of Ops



STAFF PROCEDURES & DECISION MAKING

A MILITARY STAFF IS A SINGLE, **COHESIVE UNIT** ORGANIZED TO HELP THE COMMANDER ACCOMPLISH HIS MISSION & EXECUTE HIS OTHER RESPONSIBILITIES. THE STAFF IS AN **EXTENSION OF THE COMMANDER**, ALTHOUGH THE STAFF HAS NO COMMAND AUTHORITY OF ITSELF, AND IS **NOT IN THE CHAIN OF COMMAND**, THE STAFF EXISTS TO SERVE THE COMMANDER AND **PROVIDES SUPPORT TO OTHER SUBORDINATE COMMANDS.**

STAFF PROCEDURES & DECISION MAKING

TACTICAL DECISION MAKING PROCESS

- **MILITARY DECISION MAKING PROCESS:** (PG 5-1) A VIABLE, SEQUENTIAL, & THOROUGH PLANNING PROCESS BASED ON THE ESTIMATE OF THE SITUATION & ITS METHODICAL, SEQUENTIAL ACCOMPLISHMENTS
- **DECISION MAKING IN A TIME CONSTRAINED ENVIRONMENT:** (PG 5-27) FOLLOWS THE SAME 7-STEPS IAW THE DELIBERATE PROCESS. COMMANDER MAKES ADJUSTMENTS BASED ON LIMITED TIME AND RELIES ON PERSONAL EXPERIENCE, INTUITION, CREATIVITY, AND BATTLEFIELD AWARENESS.

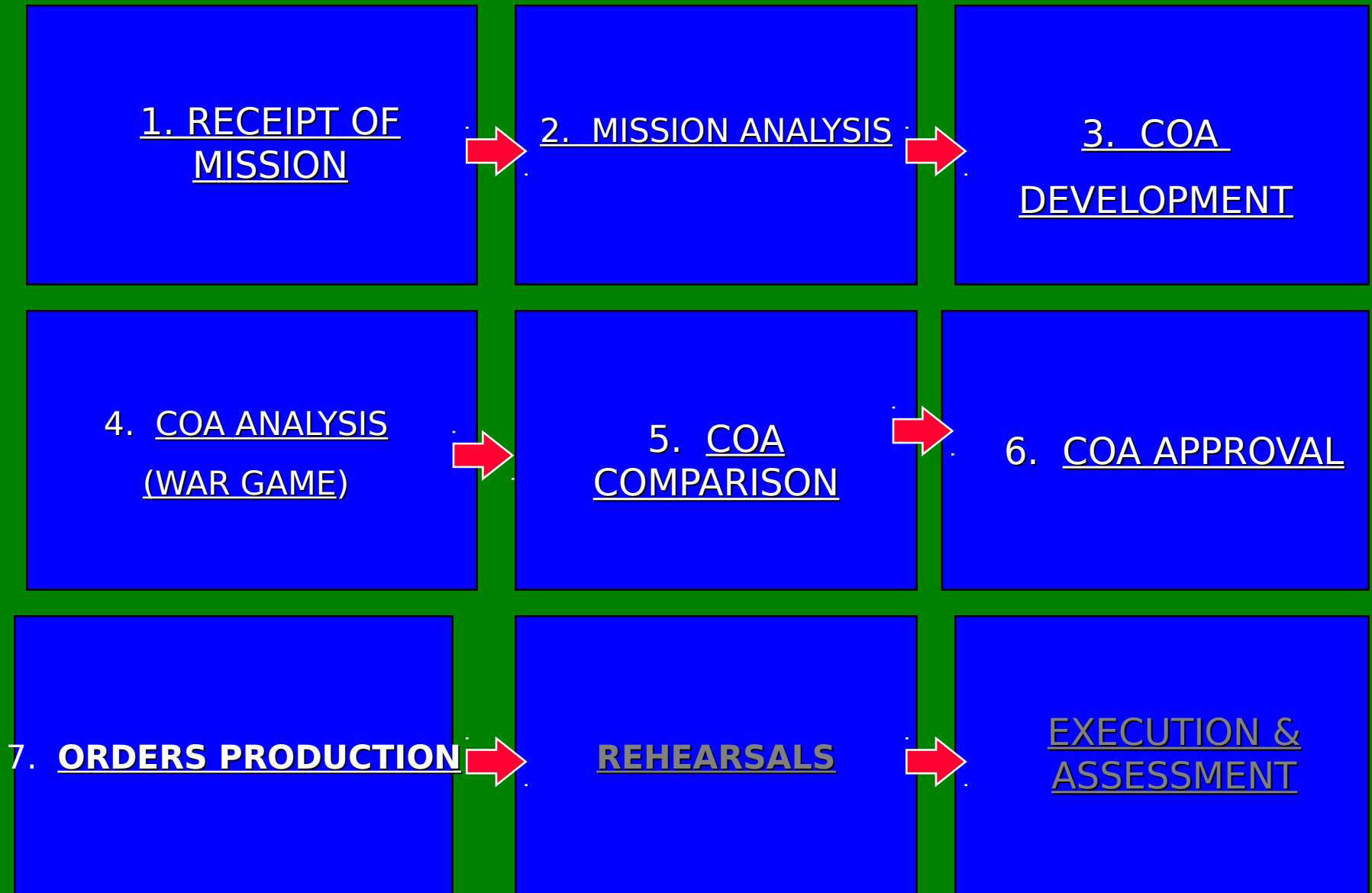
COMPANY LEVEL PROCESS = TROOP LEADING PROCEDURES

STAFF PROCEDURES & DECISION MAKING

TIME SAVING TECHNIQUES (PG 5-27)

- COMMANDER INCREASES INVOLVEMENT
- COMMANDER ISSUES MORE DIRECTIVE GUIDANCE, LIMITING OPTIONS
- COMMANDER LIMITS THE NUMBER OF COAs DEVELOPED AND WAR-GAMED
- MAXIMIZE PARALLEL PLANNING -- THE NORM, HOWEVER, CRITICAL IN A TIME-CONSTRAINED ENVIRONMENT

MILITARY DECISION MAKING PROCESS



MILITARY DECISION MAKING PROCESS

STEP #1: RECEIPT OF MISSION

CDR'S & STAFF MUST OPTIMIZE AVAILABLE TIME SO SUBORDINATES CAN PLAN & PREPARE FOR THE MISSION

- CDR'S & STAFF MUST SEND MULTIPLE WARNING ORDERS TO MAXIMIZE SUBORDINATE PLANNING AND PREPARATION TIME. ISSUE WARNING ORDERS AT LEAST THREE TIMES:

- *ONCE HIGHER RECEIVES THE MISSION*
- *AFTER THE CDR & STAFF ANALYZE THE MISSION*
- *AFTER THE CDR DECIDES ON A COA & CONCEPT OF THE OPERATION*

- CDR'S & STAFF CONDUCT PARALLEL PLANNING BY PROVIDING SUBORDINATE CDR'S THE INFORMATION AS SOON AS THEY ARE DEVELOPED

MILITARY DECISION MAKING PROCESS

STEP #2: MISSION ANALYSIS (MA)

- MA ALLOWS THE CDR TO BEGIN HIS/HER BATTLEFIELD VISUALIZATION
- RESULTS IN DEFINING TACTICAL PROBLEM AND BEGINNING THE PROCESS OF DETERMINING FEASIBLE SOLUTIONS
- CONSISTS OF 17 STEPS, NOT NECESSARILY SEQUENTIAL, AND RESULTS IN STAFF BRIEFING TO CDR
- DURING THE STAFF'S MA, THE CDR PREPARES HIS/HER OWN MA AND DEVELOPS CDR'S GUIDANCE

MILITARY DECISION MAKING

MISSION ANALYSIS STEPS

1. Analyze the Highers' Order (pg 5-5)
2. Conduct IPB (pg 5-6)
3. Determine Specified, Implied, and Essential Tasks (pg 5-6)
4. Review Available Assets (pg 5-7)
5. Determine Constraints (Reqs. & Prohibition on Action) (pg 5-7)
6. Identify Critical Facts & Assumptions (pg 5-7)
7. Conduct Risk Assessment (Appendix J, pg J-1)
8. Determine the Initial CCIR (pg 5-7)
9. Determine the Initial Recon Annex (pg 5-8)

MILITARY DECISION MAKING

MISSION ANALYSIS STEPS

10. Plan Use of Available Time (pg 5-8)
11. Write the Restated Mission (pg 5-8)
12. Conduct a Mission Analysis Briefing (pg 5-8)
13. Approve the Restated Mission (pg 5-9)
14. Develop the Initial Commander's Intent (pg 5-9)
15. Issue the Commander's Guidance (pg 5-10)
16. Issue Warning Order #2 (pg 5-10)
17. Continue to Review Facts and Assumptions (pg 5-11)

MINIMUM COMMANDER'S GUIDANCE

- 1. Specific COAs to Consider**
- 2. CCIR**
- 3. RECON Guidance**
- 4. Risk Guidance**
- 5. Deception Guidance**
- 6. Fire Support Guidance**

MINIMUM COMMANDER'S GUIDANCE

7. Mobility/Counter mobility Guidance

8. Security Measures to be Implemented (FP Imperatives)

9. CS and CSS Priorities

10. Any Other Guidance the Cdr Deems Necessary

11. Time Plan

12. Type of Order to Issue

13. Type of Rehearsal(s)

MILITARY DECISION MAKING

MISSION ANALYSIS STEPS

16. Issue Warning Order #2 (pg 5-10)
17. Continue to Review Facts and Assumptions (pg 5-11)

DEFINITIONS

- **FACTS:** FACTS ARE KNOWN DATA SUCH AS METT-TC, THE MISSION, THE INTENT, STAFF PROJECTIONS AND ASSESSMENTS OF TANGIBLE OR INTANGIBLE FACTORS *i,e., FATIGUE/ CLASS V PROJECTIONS, ETC)*
- **ASSUMPTIONS:** THE STAFF DEVELOPS ASSUMPTIONS WHEN FACTS ARE NOT AVAILABLE. THEY REPLACE NECESSARY BUT MISSION OR UNKNOWN FACTS. *i,e, THE ENEMY WILL NOT USE CHEMICAL WEAPONS, ETC.*

DEFINITIONS

- **SPECIFIED TASKS:** SPECIFIED TASKS ARE FOUND IN THE OPORD IN PARA 3B, CONCEPT OF THE OPERATION, IN YOUR UNIT'S SUB UNIT TASKS, AND IN THE COORDINATING PARAGRAPH. ITS GENERALLY BROAD IN SCOPE AND CONVEYS THE CDR'S INTENT. *i,e., SECURE OBJECTIVE ALPHA.*

- **IMPLIED TASK:** IMPLIED TASKS ARE ESSENTIAL TASKS REQUIRED TO ACCOMPLISH THE SPECIFIED TASK. NORMALLY, THESE ARE MORE DETAILED IN SCOPE. THEY DO NOT INCLUDE:

- -ROUTINE OR SOP-TYPE TASKS LIKE, REFUEL VEHICLES, & NAVIGATE

- -NOR DOES IT INCLUDE TASKS WHICH ARE INHERENT RESPONSIBILITIES OF THE CDR. I.E, PROVIDING FLANK SECURITY.

DEFINITIONS

- **ESSENTIAL TASKS:** ESSENTIAL TASKS ARE THE SPECIFIED AND IMPLIED TASKS THAT MUST BE COMPLETED IN ORDER TO ACCOMPLISH THE MISSION. *i,e., CONDUCT A RIVER CROSSING ENROUTE TO SECURING OBJECTIVE ALPHA.*
- **RESTATED MISSION:** RESTATED MISSION IS FORMULATED FROM THE ESSENTIAL TASKS AND BECOMES PARAGRAPH TWO OF THE OPORD.
 - IT MUST BE A CLEAR, CONCISE STATEMENT OF THE TASK.
 - IT MUST SPECIFY WHEN, WHO, WHAT, WHERE, AND WHY

STEP #3: COA DEVELOPMENT (PG 5-11)

QUALITY OF COAS

Each COA considered must meet the criteria of:

- 1. SUITABILITY - accomplish the mission**
- 2. FEASIBILITY - unit must have the capability to accomplish the mission IAW METT-TC**
- 3. ACCEPTABILITY - tactical or operational advantage must justify the cost in resources, especially casualties**
- 4. DISTINGUISHABILITY - ea. COA must differ significantly**
- 5. COMPLETENESS - must be a complete mission statement**

NOTE- Continue

STEP #3: COA DEVELOPMENT (PG 5-11)

STEPS (pg 5-11)

- 1. Analyze the Relative Combat Power**
- 2. Generate Options - defeat all feasible enemy COAs**
- 3. Array Initial Forces**
- 4. Develop the Scheme of Maneuver**
- 5. Assign Headquarters**

STEP #4: COA ANALYSIS (WAR GAME)

- **PURPOSE: HELP THE CDR DETERMINE HOW TO MAXIMIZE, BALANCE, AND BRING TO BEAR COMBAT POWER AGAINST THE ENEMY WHILE ALSO PROTECTING OUR FORCES**
- **WARGAMING IS THE MOST VALUABLE STEP WITHIN THE ANALYSIS PROCESS. THIS BEGINS THE DEVELOPMENT OF A DETAILED PLAN**
- **MORE TIME IS ALLOCATED FOR THIS STEP**
- **WARGAMING RESULTS IN THE :**
 - IDENTIFICATION OF TASKS
 - TASK ORGANIZATION
 - CBT PWR REQUIREMENT RELATIONSHIPS
 - CMD & SPT
 - CRITICAL EVENTS
 - DECISION POINTS
 - PRIORITY EFFORTS
 - POSSIBLE FRATRICIDE

STEP #4: COA ANALYSIS (WAR GAME) STEPS (pg 5-16)

XO RESPONSIBLE FOR LAYING OUT RULES

- 1. Gather the Tools**
- 2. List all Friendly Forces**
- 3. List Assumptions**
- 4. List Known Critical Events and Decision Points**
- 5. Determine Evaluation Criteria**
- 6. Select the War-Game Method**
- 7. Select a Method to Record and Display Results**

SAMPLE CRITICAL EVENTS

- DECISION POINTS IDENTIFY WHERE THE CDR MUST DECIDE TO INITIATE AN ACTIVITY (CALL FOR FIRE, ETC) TO ENSURE SYNCHRONIZED EXECUTION

FRIENDLY CRITICAL EVENTS

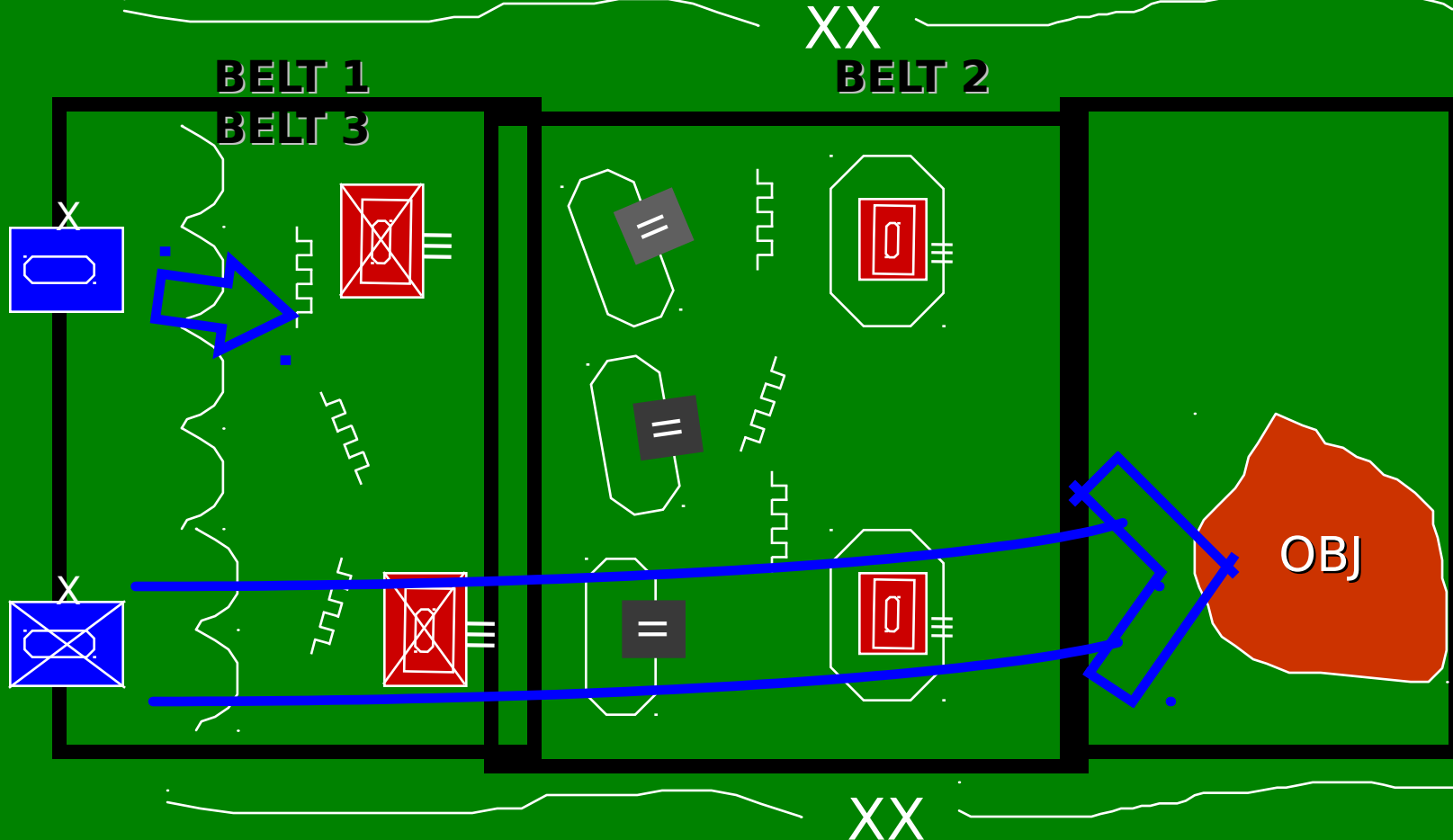
1. DETECT ABN INSERTION
SECTOR
2. RECONSTITUTE FORCES/
DAG
- OCCUPY BP/RECON
ASSETS
3. DETECT RECON REGT
HENRY
4. FIRE FASCAM IN EA DARRION
MPOA

ENEMY CRITICAL EVENTS

1. RECON ENTERS
2. ARTILLERY PREP BY
3. NEUTRALIZE ADA
4. ABN INSERTION LZ
5. CAS STRIKES

BELT TECHNIQUE (Fig 5-6, pg 5-10)

- MOST LENGTHY & DETAILED FOR SYNCHRONIZED EFFORT FOR THE WHOLE FORCE
- OVERLAP THE BELTS AND ANALYZE THEM
- STAFF WARGAMES ALL EVENTS WITHIN THE BELT SIMULTANEOUSLY

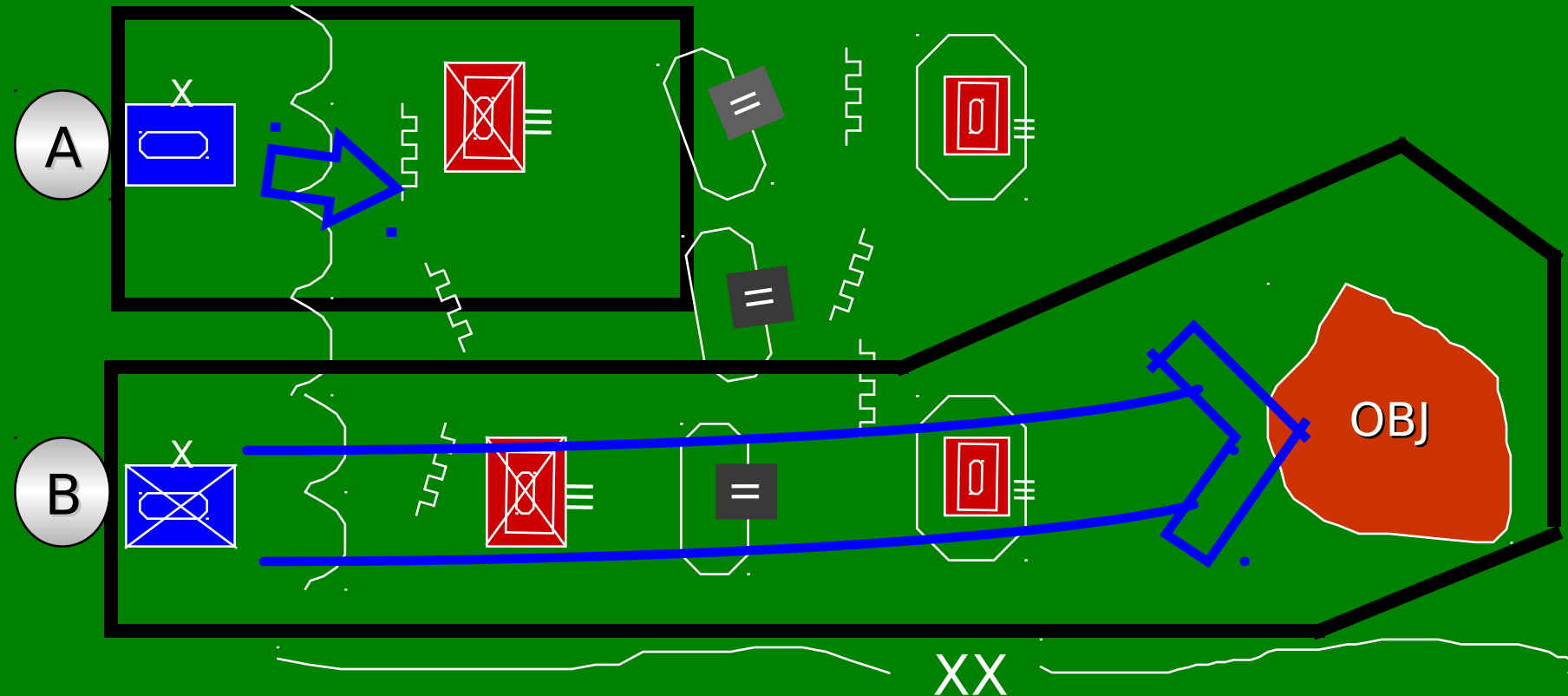


AVENUE-IN-DEPTH (Fig

5-7)

- FOCUSES ON ONE AVENUE OF APPROACH AT A TIME
- ALLOWS TO WARGAME THE BATTLE IN SEQUENCE FROM AA TO THE OBJECTIVE
- BEGINS WITH THE MAIN EFFORT

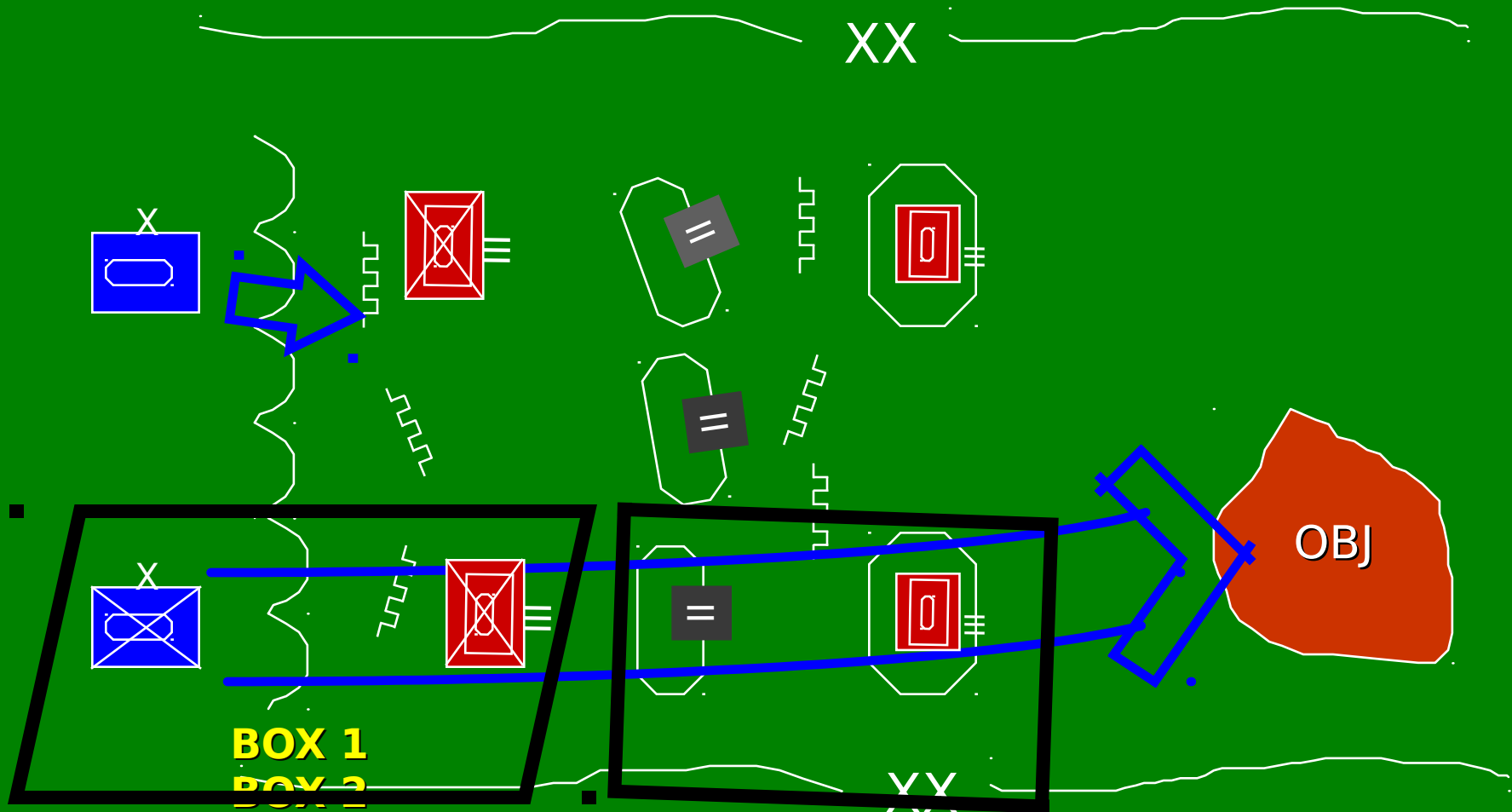
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BOX TECHNIQUE (Fig 5.3)

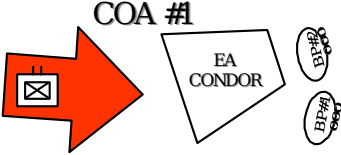
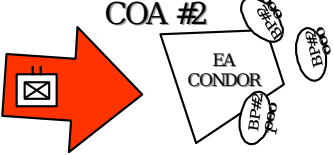
- EASIEST TO USE WHEN LITTLE TIME IS AVAILABLE
- ANALYZES SELECTED CRITICAL EVENTS THAT ARE CONSIDERED MOST IMPORTANT
- USED IN STABILITY AND SUPPORT PLANNING



STEP #5: COA COMPARISON

- **AFTER THE ANALYSIS, THE STAFF COMPARES THE COA'S**
- **A DECISION MATRIX IS A QUICK & EFFECTIVE METHOD (PG 4-30, FIGURE 4-15)**
- **STAFF USES CRITERIA TO DETERMINE ADVANTAGES & DISADVANTAGES. THIS WILL HELP DETERMINE THE COA WITH THE HIGHEST PROBABILITY OF SUCCESS**
- **S-3 LISTS CRITERIA & SKETCHES COA IN TOP BLOCK**
- **LIST ADVANTAGES AND DISADVANTAGES FOR EACH COA (PG 4-31, FIGURE 4-16)**

DECISION MATRIX

USE: COMBAT FUNCTIONS TENETS PRINCIPLES OF WAR SPECIFIC ELEMENTS OF THE CDR'S GUIDANCE ANY OTHER SIGNIFICANT ACTIONS			
FACTORS	WEIGHT	COURSE OF ACTION #1	COURSE OF ACTION #2
MASS			
SIMPLICITY			
DECEPTION			
MANEUVER			
SYNCHRONIZATION			
FIRES			
CSS			
CMD & CNTRL			
INTEL			
SURVIVABILITY			
TOTAL			

STEP #6: COA APPROVAL

- **AFTER THE STAFF DEVELOPS THE DECISION MATRIX , THEY WILL BRIEF THE COMMANDER USING THE DECISION BRIEF FORMAT.**
- **THE RECOMMENDED COA SHOULD BE OBVIOUS TO THE COMMANDER IF THE STAFF DID ITS JOB WELL**
- **THE COMMANDER MAY DECIDE ON ONE COA WITH MODIFICATIONS OR ONE THE STAFF HASN'T CONSIDERED**
- **ONCE HE MAKES HIS DECISION, THE CDR DECIDES WHAT RISKS HE IS WILLING TO ACCEPT**
- **AFTER THE DECISION, THE STAFF PREPARES THE ORDER OR PLAN WHILE CONTINUALLY ASSESSING THE SITUATION TO ADJUST THE**

STEP #7: ORDERS PRODUCTION

- USE A FORMATTED ORDER, KISS PRINCIPLE IS IN EFFECT
- YOUR SYNCHRONIZATION MATRIX IS PARAGRAPH THREE, EXECUTION, ALONG WITH COAS SKETCH AND NARRATIVE
- DON'T TAKE EXCESSIVE TIME BRIEFING ORDER
- DEVELOP AGENDA FOR THE BRIEFING

CDR: GIVES TASK ORG, SITUATION (FRIENDLY) & MISSION

S2: GIVE TOC TIME, IPB (EXCEPT DST)

CDR: COMMANDER'S INTENT

S-3: EXECUTION (CONCEPT OF OPERATION/SCHEME OF MVR)/ FIRES

S-2: INTELLIGENCE COLLECTION

S-3: COORDINATING INSTRUCTION

S-4: SERVICE SUPPORT

XO: CMD & SIGNAL & REVIEW OF TIMELINE

CDR: REVIEW OF INTENT & DST

MPOA

REHEARSALS/ EXECUTION/ SUPERVISION

- COMMANDERS/STAFF ENSURE SUBORDINATE UNITS UNDERSTAND DETAILS OF THE PLAN
- COMMAND CLIMATE/OPTEMPO MAY INCREASE CONFUSION; MINIMIZE BY:
 - **BACK BRIEF**: GIVEN BY THE COMMANDER SHORTLY AFTER THE OPORD BRIEFING & AFTER SUBORDINATE COMMANDER ANALYZE THEIR MISSIONS
 - **CONFIRMATION BRIEF**: IMMEDIATELY AFTER THE OPORD BRIEF, WHILE ALL THE STAFF & COMMAND ELEMENTS ARE PRESENT; BACKBRIEF AND COORDINATE ON THE SPOT
 - **REHEARSALS**: TIME & MISSION DEPENDENT. CAN BE ANY OF THE FOLLOWING:
 - FULL REHEARSAL** **KEY LEADER REHEARSAL**
 - TERRAIN MODEL** **SKETCH OR MAP REHEARSAL**
 - RADIO REHEARSAL**

FM 101-5, 1997 STAFF ORGANIZATION AND OPERATIONS APPENDICES

- Appendix A- Mission Analysis Guidelines
- Appendix B - Commander's Guidance Guidelines
- Appendix C - Staff Estimates
- Appendix D - Staff Duties and Decision Papers
- Appendix E - Military Briefings
- Appendix F - Task Organization

FM 101-5, 1997 STAFF ORGANIZATION AND OPERATIONS APPENDICES

- Appendix G - Rehearsals
- Appendix H - Plans and Orders
- Appendix I - Information Management
- Appendix J - Risk Management
- Appendix K - Commander and Staff Training
- Appendix L - Liaison

**“ YOUR STAFF WON’T
WIN THE WAR FOR YOU,
BUT IT CAN PREVENT
YOU FROM WINNING”**

**- *BG JOHN E.
MILLER***